Government of
Saskatchewan

Annual Report
1999 - 2000

Saskatchewan
Highways and
Transportation

Table of Contents

Letter of Transmittal ii

Deputy Minister's Letter iii

Organization Chart iv

Department Mission v

Department Goals, Accomplishments and Objectives 1

Department Financial Overview 7

Department Overview 10

Administration 13

Accommodation and Central Services 16

Transportation Policy and Logistics 18

Preservation of the Transportation System 22

Operation of the Transportation System 25

Construction of the Transportation System 29

Airports 34

Letter of Transmittal

Minister of
Highways and
Transportation

SASKATCHEWAN

Legislative Building
Regina, Saskatchewan S4S 0B3
(306) 787-6447

April 1, 2000

Her Honour The Honourable Lynda Haverstock
Lieutenant Governor of Saskatchewan

Your Honour:

I am pleased to submit the 1999/2000 Saskatchewan Highways and Transportation Annual Report.

Yours truly,

Maynard Sonntag

Deputy Minister's Letter

Saskatchewan Highways and Transportation

Saskatchewan

April 1, 2000

Honourable Maynard Sonntag
Minister of Highways and Transportation

Honourable Minister Sonntag:

I am presenting the Annual Report for Saskatchewan Highways and Transportation for the fiscal year ending March 31, 2000. This report includes department accomplishments in this fiscal year as well as future goals and objectives.

Twinning on our national highway system is important to our province and there are accomplishments to note as we improve safety through four laning. Saskatchewan strives to meet a commitment to twin all of Highway No. 1 across Saskatchewan and Highway No. 16 from North Battleford to the Alberta border by 2012.

In support of the provincial twinning initiative, 27.5 km of the Trans Canada from west of Gull Lake to west of Tompkins was paved and opened to traffic in September, 1999. Work continued on grading 21 km of Highway No. 1 from east of Indian Head to west of Wolseley. Grading of 10.7 km on Highway No. 16 between Marshall and Lashburn, was completed in 1999/00.

The department started twinning Highway No. 16 from Saskatoon to 7.7 km east. The grading was completed in 1999/00 and will be paved in 2001/02. This will improve traffic operations and safety on Highway No. 16 east of Saskatoon.

Serving social and economic needs for residents of northern Saskatchewan by improving transportation is vital. Work was completed on the Athabasca Seasonal Road, allowing supplies to be delivered to residents of the Athabasca Basin. The department continued reconstruction of the Turnor Lake Access road. This improves road access to northern communities.

The department continued its work to ensure Saskatchewan's interests were protected in changes to the grain handling and transportation system. Saskatchewan was prominent in the federal review of the grain handling and transportation system. Department staff widely consulted with stakeholders to present the best possible scenario for reform legislation. The department also worked with producers and community groups to support short line rail development.

The department continued to develop a Strategic Management Plan. Concurrently the department became one of the pilot departments in the government wide Accountability Pilot Project and started work on this initiative in the spring of 1999.

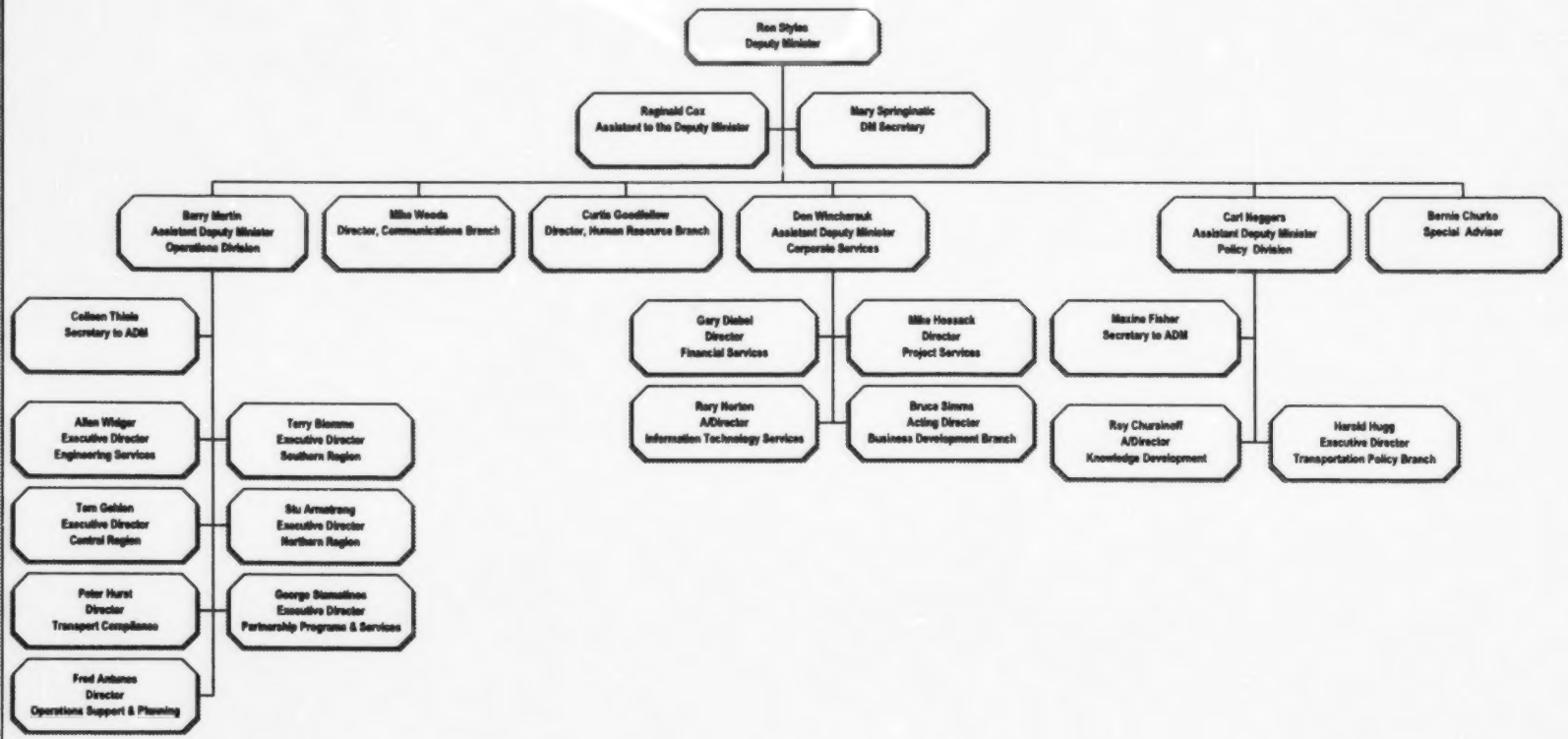
By adding focus through a Strategic Management Plan and through participation in the Accountability initiative, we will improve our strategic direction. This will be evident in operational achievements, funding highlights and, in policy initiatives. This will be demonstrated in the Annual Report for 2000/2001.

I know you share my admiration and appreciation for the dedication shown by department employees toward improving transportation in Saskatchewan.

Ron Styles, Deputy Minister

Organization Chart

As of March 31, 2000



Department Vision, Mission and Guiding Principles

Vision

Transforming Saskatchewan's transportation systems to meet the social and economic opportunities of the 21st century.

Mission

- Developing and delivering programs and services;
- Providing leadership and expertise;
- Building partnership; and
- Fostering a positive work environment.

Guiding Principles

- Openness
- Honesty
- Accountability
- Teamwork
- Commitment

Department Goals, Accomplishments and Objectives

Goal A: Ensure infrastructure for all modes is operated at appropriate levels of safety, quality and accessibility.

Accomplishments

- The department improved 280 km of thin membrane surface (TMS) highways in 27 projects.
- Through the Rural Road Strategic Initiatives Fund, the department partnered with 25 municipalities and First Nations on 20 projects to address 250 km of highways.
- The department resurfaced 265 km of paved highways in 28 projects.
- The department reconstructed 15.7 km of Highway No. 903 from Broad Creek to 7 km north of the Jct. Highway No. 904. Highway No. 965 from 10 km to 21 km west of Jct. Highway No. 165 was rebuilt. 10.2 km of the Sawmill West Road from Jct. Highway No. 946 to the west was also reconstructed. In late fall, work started on rebuilding Highway No. 951/941 between Highway No. 903 and Highway No. 904. These projects improve accessibility for northern residents and support efficient transportation in the timber industry.
- The department completed the Athabasca Seasonal Road, allowing supplies to be delivered to residents of the Athabasca Basin and continued reconstruction of the Turnor Lake Access road. These projects will improve road access to northern Saskatchewan residents.
- The department started construction of an interchange at the junction of Highway No. 11 and Pasqua Street north of Regina. The $7 million interchange will be completed in the fall of 2000 and will improve safety at this intersection.
- The department started twinning Highway No. 16 from Saskatoon to 7.7 km east. The grading was completed in 1999/00; paving was tendered late in the year and will be completed in 2001/02. This project will improve traffic operations and safety on Highway No. 16 east of Saskatoon.
- In support of the provincial twinning initiative, 27.5 km of the Trans Canada from west of Gull Lake to west of Tompkins was paved and opened to traffic in the fall of 1999. Work continued on grading 21 km of Highway No. 1 from east of Indian Head to west of Wolsely. Grading of Highway No. 16 between Marshall and Lashburn, 10.7 km, was completed in 1999/00.
- Through the Safety Improvement Program, the department partnered with industry and stakeholders to construct additional traffic lanes at five high traffic volume intersections and completed 44 other small safety improvement projects.
- In partnership with Saskatchewan Environment and Resource Management (SERM) a pedestrian bicycle pathway was constructed along Highway No. 229 at Good Spirit Lake.
- To improve workplace safety, a process was established to safety-certify medium and large contractors. As of January 2000, all surfacing and grading contracts with a value greater than $250,000 in the Southern Administration District required a contractor to have a Safety Certificate of Requirement or a Temporary Safety Certificate of Requirement in order to bid.

Future Objectives

- Continue twinning the Trans Canada Highway from border to border and the Yellowhead Highway from North Battleford to the Alberta border to meet the province's 15 year commitment for completion.
- Complete the Pasqua Street and Highway No. 11 interchange to improve safety at this intersection.
- Develop new traffic control procedures to increase safety in work zones for department workers and the travelling public.
- Construct a new weigh scale building at Beverley to replace the existing building, which is too small and in poor condition.
- Administer trucking agreements between industry and the department, issue vehicle permits and monitor the hauls to ensure compliance with agreements.
- Reduce the number of heavy commercial vehicles being removed from the road for serious mechanical defects or driver fatigue.
- Undertake high priority functional highway planning studies.
- Upgrade northern road links to support transportation efficiency in the forest industry and improve northern community access.
- Start using safety audits to increase the awareness of workplace safety.
- Preserve and operate 18 northern airports and access Airport Capital Assistance Program (ACAP) funding to finance improvement projects at northern airports with scheduled air services.

Goal B: Minimize the long-term cost of preserving the highway system.

Accomplishments

- The department continued to use an asset management methodology to plan preservation treatments. Asset management continues to improve and evolve, as more accurate performance prediction models are developed.
- A "world class" Maintenance Management System (MMS) was piloted in the Tisdale area. MMS will allow staff to systematically plan, organize and review all work involved in preserving the transportation system.
- The department conducted a Central Tire Inflation System (CTIS) demonstration project near Walpole to illustrate the benefits of low tire pressure technology on mitigating road damage. Preliminary results indicated there are significant benefits associated with use of low tire pressure technology.

Future Objectives

- To mitigate the impact of modal shifts in transportation of bulk commodities, the department will explore innovative options to reduce the impact of trucks on the road network and extend the life of thin membrane surface highways.
- Complete implementation of MMS to assist field crews in planning, scheduling and tracking the preservation program.
- Continue building partnerships with local governments to plan and manage a sustainable transportation system.
- Continue to review and evaluate asset management systems to optimize preservation investment.

- Conduct additional field experiments to further confirm the benefits associated with operating trucks equipped with low tire pressure technology.
- Reduce the incidents of overweight vehicles using an integrated weight enforcement and awareness strategy.
- Develop and start a sign inventory system to improve sign replacement practices and improve budget development for traffic control and guidance.

Goal C: Continually improve effectiveness, efficiency and economy of transportation programs.

Accomplishments

- The department became one of the pilot departments in the government wide Accountability pilot project (PMART) and started work on its strategic plan in the spring of 1999. The department developed these components into a formal statement of vision, mission, and values that was signed by the executive and published for all staff in June 1999.
- A pilot project, in North Battleford shop was conducted on the use of government procurement cards for purchasing and processing invoices less than $1,000.
- Business process improvements to complement the new ORACLE Financial System were implemented. These included purchase order rather than invoice approval and expanded use of labour holding accounts to provide more timely financial information.
- Computer workstations were installed in section offices throughout the province to improve communications and allow field staff to use the MMS system.
- The Year 2000 rollover passed without problem. The potential for serious interruptions were alleviated by: inventorying each potential issue, assessing it's impact, taking corrective action, testing for compliance and monitoring preparedness of third parties.
- The Strategic Gravel Policy Project for acquiring and managing non-renewable sand and gravel resources required for highway construction and preservation was delayed as resources were assigned to other priority projects.

Future Objectives

- Complete implementation of the government purchase card program to improve efficiency of purchasing and processing invoices under $1,000.
- Establish and increase the development of department and inter-department partnerships for Information Technology Systems solutions and management.
- Complete the department and Saskatchewan Property Management Corporation (SPMC) Millenium Partnership document to promote long term strategic planning for facility replacement, repair and improvement.
- Start a system for review of surface preservation accomplishments on a crew basis to identify best practices and communicate them to all the field crews.
- Initiate discussions with forestry companies to move the industry from old generation trucking agreements into the framework of the Transportation Partnership Program.
- Review department tender procedures/process to reduce administrative costs.
- Start developing a knowledge-based Asphalt Mix Design System to improve mix designs and long-term pavement performance.

- To improve long-term pavement performance complete a study evaluating the effectiveness of various anti-stripping agents used in asphalt mix.
- Review current survey and design procedures placing an emphasis on new technology to improve efficiency while reducing survey and design costs.

Goal D: Ensure that the transportation system is compatible with a sustainable environment.

Accomplishments

- The department represented Saskatchewan's interests on the Interdepartmental Committee on Climate Change, as well as the Stakeholders Advisory Committee on Climate Change (SACC).
- The department co-chaired a Transportation Working Group evaluation of the *Transportation Options Paper* and provided SACC with recommendations for developing a provincial strategy and the national implementation strategy.
- The department stopped using toxic chemicals for determining asphalt content and is now using asphalt content ignition ovens, which do not require any chemicals.
- The department participated on a TAC steering committee evaluating the use of road salt. A *Salt Management Guide* was developed for use by transportation agencies.

Future Objectives

- Continue to support the national and provincial process to develop our response relative to transportation for the Kyoto Protocol on climate change.
- Review environmental procedures to streamline dealings with SERM on land sales.

Goal E: Continuously improve stakeholder relations.

Accomplishments

- The department has been working with western jurisdictions and stakeholders to develop common positions on the National Transportation Investment Strategy (NTIS), aircraft emergency intervention services at non-designated airports and grain transportation issues.
- The joint Union Management Committee (UMC) met throughout the year.
- The department's new Internet site was revised to meet the government's new visual format. It was restructured to provide information based on public-related issues.
- Started developing guidelines to ensure that public interest is considered in all major operational policies.
- The department continued to support the work of Area Transportation Planning Committees.
- The department participated in joint Ministerial Missions to Montana and North Dakota to improve bi-lateral relations.

Future Objectives

- Strengthen the role and relationships with Area Transportation Planning Committees to have them more fully participate in decision-making on regional transportation issues.

- Use a Trucking Advisory Forum to seek public input in developing recommendations for Saskatchewan's special trucking programs.
- Work with northern stakeholders, including aboriginal groups, to define an appropriate level of access to northern communities.
- Continue to explore initiatives which introduce aboriginal participation into the many operational and transportation aspects of the department
- Continue to improve opportunities that would maximize aboriginal participation in the operation and management of the transportation system.
- Continue to work with major stakeholders such as the airport authorities, Saskatchewan Airport Council and other groups to enhance air services in Saskatchewan.

Goal F: Support Economic Development

Accomplishments

- Saskatchewan was prominent in the review of the federal Grain Handling and Transportation legislation. Through consultation with stakeholders and persistent efforts to present Saskatchewan's position on the best possible scenario for grain transportation reform legislation, Bill C-34 was crafted to include a position cautiously supported by Saskatchewan.
- The department served on the multi-jurisdictional steering committee (Manitoba, Saskatchewan, Minnesota, North Dakota, South Dakota, Nebraska, Iowa) for the *"Northern Great Plains: Trade and Transportation Initiative"* study being led by Minnesota. The purpose is to make recommendations on infrastructure needs to support emerging trade trends in the region.
- The department and Manitoba served on the steering committee, for a Transportation Equity Act for the 21st Century (TEA-21) study, led by North Dakota, on a *"Planning Model for Ongoing Border Improvements at Second Tier Border Crossings"*. Terms of reference were developed, request for proposals evaluated, and a consultant hired. North Portal-Portal and Emerson-Pembina are the test sites for the model. The study is in progress and the report should be completed by December 31, 2000.
- To enhance north south links between Saskatchewan and the United States, the department surfaced 13 km of Highway No. 6 from north of Minton to south of Ceylon.

Future Objectives

- Develop policy for a sustainable transportation infrastructure in Saskatchewan to better sustain economic development.
- Complete a review of international and inter-provincial trade corridors.
- Initiate a vehicle demonstration project to improve the safety and efficiency of transporting raw forest products.
- Continue twinning the Trans Canada Highway from border to border and the Yellowhead Highway from North Battleford to the Alberta border.

Department Financial Overview

($$ in 000's, employee counts in Full-Time Equivalents)

Subvote Subprogram	*1999-00 Actual $$*	*1999-00 Actual FTEs*	*1999-00 Budget $$*	*1999-00 Budget FTEs*	*Variance (Budget to Actual) $$*	*Variance (Budget to Actual) FTEs*
Administration	**5,340**	**78.5**	**4,400**	**74.3**	**940**	**4.2**
Explanation of significant differences between budget and actual.						
1: Consultant services.						
2: Positions transferred, seconded in and new positions added.						
3: Increased communications costs for Estey and Kroeger Grain Transportation Reviews.						
Accommodation & Central Services						
SPMC Capital Projects	633	0.0	1,201	0.0	(568)	0.0
Accommodation and Central Services	6,048	0.0	5,860	0.0	188	0.0
Sub - Total	**6,681**	**0.0**	**7,061**	**0.0**	**(380)**	**0.0**
Explanation of significant differences between budget and actual.						
1: Savings in building improvement.						
2. Saving in postage and building rental.						
Construction of Transportation System						
Highways & Bridges	38,037	85.6	38,697	141.6	(660)	(56.0)
Rural Highway Restoration	21,747	33.0	20,576	17.8	1,171	15.2
Engineering Services	5,076	81.9	5,286	88.3	(210)	(6.4)
Sub -Total	**64,860**	**200.5**	**64,559**	**247.7**	**301**	**(47.2)**
Explanation of significant differences between budget and actual.						
1: Unexpected landslides at various locations resulting from wet summer conditions.						
2: Increased costs on various tendered construction contracts.						
3: Carry-over of various construction projects to 2001-02 fiscal year.						
4: Increased winter gravel crushing and haul						
5: Positions transferred.						
Preservation of Transportation System						
Surface Preservation	89,841	318.0	86,457	320.9	3,384	(2.9)
Rural Road Strategic Initiatives Fund	2,544	2.9	5,000	0.0	(2,456)	2.9
Revolving Fund ***	(291)	144.2	0	86.5	(291)	57.7
Regional Services	6,135	94.8	6,422	98.7	(287)	(3.9)
Sub -Total	**98,229**	**559.9**	**97,879**	**506.1**	**350**	**53.8**
Explanation of significant differences between budget and actual.						
1: Slower than expected development of partnership agreements.						
2: Surveillance activity transferred to Operational Services.						
3: Vacancy savings in Regional Services.						
4: Increased bridge rehabilitation work.						
5: Increased preservation activity.						
6: Area Transportation Planning transferred from Grain/Rail and Area Transportation Planning.						

Operation of Transportation System

Road Safety and Traffic Guidance	12,162	60.0	13,475	89.1	(1,313)	(29.1)
Ferry Services	2,223	34.2	2,140	28.3	83	5.9
Transport Compliance	4,011	58.5	4,075	62.3	(64)	(3.8)
Winter Maintenance	13,665	124.5	16,056	167.4	(2,391)	(42.9)
Operational Services	20,337	228.2	17,997	134.3	2,340	93.9
Sub -Total	**52,398**	**505.4**	**53,743**	**481.4**	**(1,345)**	**24.0**

Explanation of significant differences between budget and actual.

1: Savings in sign replacement, mowing contracts. right-of-way, drainage, illumination and railway crossings.
2: Winter maintenance savings due to mild winter weather conditions.
3: Surveillance activity transferred from Surface Preservation and winter Maintenance.
4: Implementation of Maintenance Management System.
5: Increased costs for closing maintenance shop in Saskatoon.

Transportation Policy and Logistics

Transportation Policy	1,871	22.2	2,049	24.7	(178)	(2.5)
Grain/Rail and Area Transportation Planning	1,659	14.3	2,117	24.9	(458)	(10.6)
Sub -Total	**3,530**	**36.5**	**4,166**	**49.6**	**(636)**	**(13.1)**

Explanation of significant differences between budget and actual.

1: Positions transferred out.
2: Area Transportation Planning activities transferred to Regional Services for implementation.

Airports

Airport - Capital	3,444	1.5	1,383	0.0	2,061	1.5
Airport - Maintenance and Operations	1,375	7.4	1,403	0.6	(28)	6.8
Sub -Total	**4,819**	**8.9**	**2,786**	**0.6**	**2,033**	**8.3**

Explanation of significant differences between budget and actual.

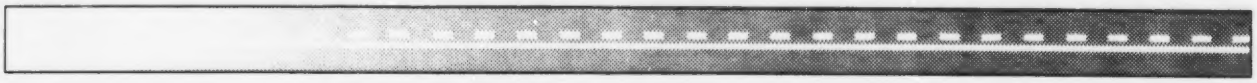
1: Additional projects approved under the federal government Airport Capital Assistance Program (ACAP).
2: Reduced cost to operate La Ronge Airport.

Total Department	*** 235,857**	**1389.7**	**** 234,594**	**1359.7**	**1263**	**30.0**

* Includes ($291) Revolving Fund Statutory.

** Excludes $2,200 Special Warrant.

*** Revolving Fund Net Finance Requirement (Statutory)



Department Overview

Saskatchewan Highways and Transportation is responsible for the following Acts:

The Highways and Transportation Act, 1997

The Dangerous Goods Transportation Act

The Engineering and Geoscience Profession Act

The Sand and Gravel Act

The Railway Act

The Highway Traffic Act (some sections)

Resources

Financial

The total approved department budget for 1999/00 was $236,502,879. This amount included an original estimate of $234,594,000 plus a special warrant of $2,200,000 and a Revolving Fund Statutory Funding credit of $291,121. Actual expenditures in 1999/00 were $235,857,000. The special warrant was provided for airport improvements - design engineering, surfacing, fencing and equipment purchases - at the La Ronge, Fond-du-Lac, Wollaston and Uranium City airports. Additional airport improvements were approved during the year under the federal government's Airport Capital Assistance Program (ACAP).

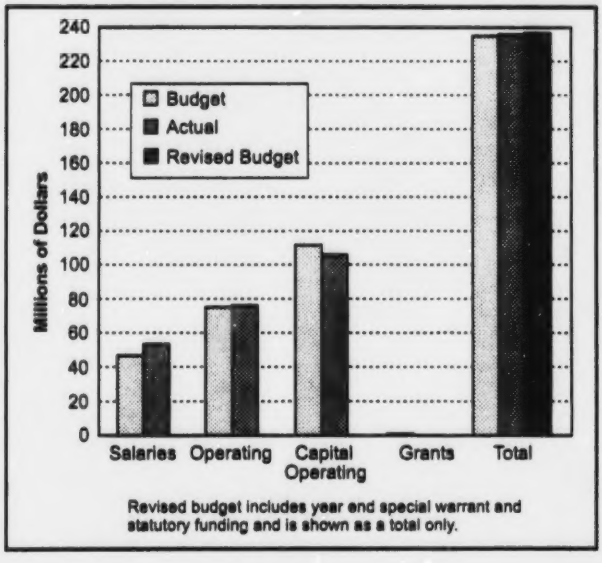


Figure 1. 1999/00 budget to actual expenditures comparison.

The department's 1999/00 estimated revenue budget was $6,677,980. The largest portion was federal government revenues from the Canada Agri-Infrastructure Program (CAIP) - $3,500,000, ACAP – $1,383,000 and the National Safety Code (NSC) - $265,000. The balance was comprised of various permit fees, material and commodity sales, rental revenues, revolving fund surcharges and revenues under bulk-haul agreements.

Actual revenues generated in 1999/00 were $8,842,681. Revenue from the federal government was $2 million higher than estimated due to additional project approvals under the ACAP program (Figure 2).

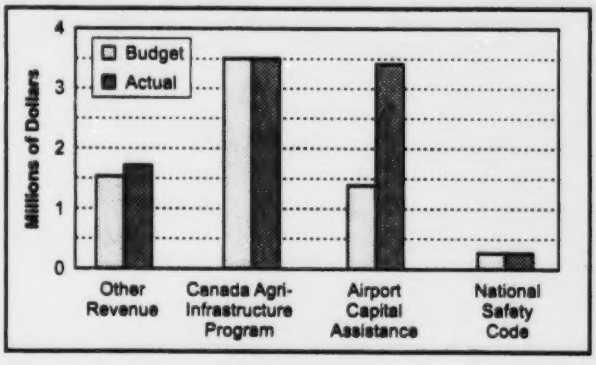


Figure 2. 1999/00 budget to actual revenues comparison.

The distribution of the department's actual expenditures among the various program areas is shown in Figure 3. The majority of expenditures (92%) are allocated to activities relating to construction, operation and preservation of the provincial highway system.

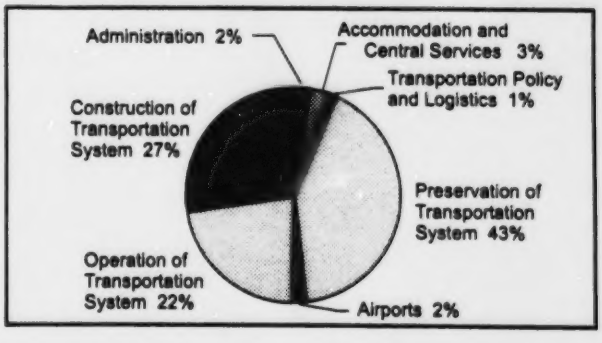

Administration 2%
Accommodation and Central Services 3%
Transportation Policy and Logistics 1%
Construction of Transportation System 27%
Preservation of Transportation System 43%
Operation of Transportation System 22%
Airports 2%

Figure 3. 1999/00 actual expenditures distribution.

People

In 1999/00 the department estimated it would employ 1,359.7 full time equivalent positions (FTE's). The distribution of these positions is shown in Figure 4.

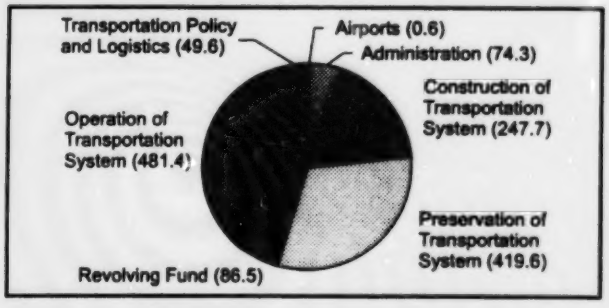


Figure 4. 1999/00 budgeted FTE's by program (Subvote).

Figure 5 indicates that approximately 84% of the department's employees are in-scope, belonging to the Saskatchewan Government Employees Union (SGEU). The remaining 16% are classified as out-of-scope; they are part of management or belong to engineering or other professional groups.

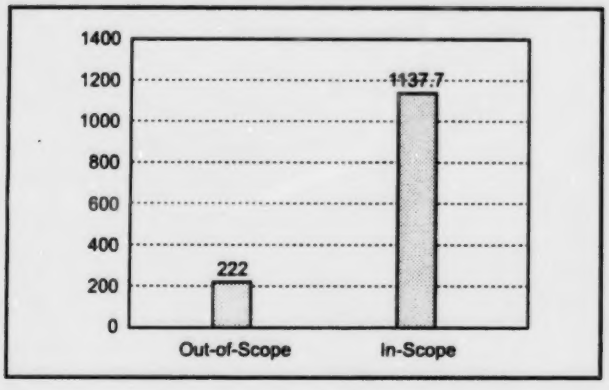


Figure 5. 1999/00 budgeted FTE's, In-scope vs. Out-of-Scope.

Figure 6 shows that 69% of the department's employees are permanent employees, with the remainder holding non-permanent positions. Most of these non-permanent positions are seasonal labour service positions employed in surface preservation and road construction activities.

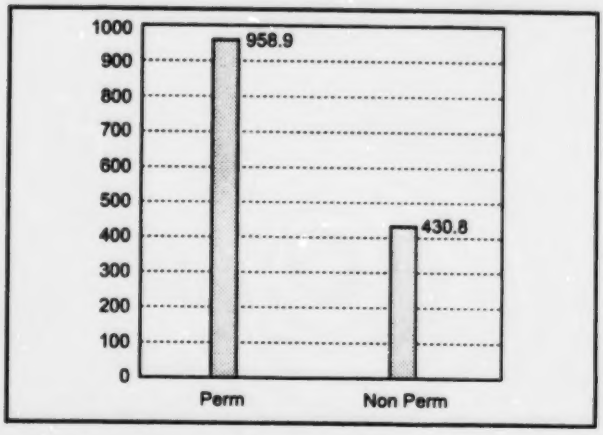


Figure 6. 1999/00 budgeted FTE's, Permanent vs. Non-permanent positions.

Approximately 73% (988.1 FTE's) of the department's personnel, support activities in the Preservation of the Transportation System, Operation of the Transportation System and Airport sub-votes. This includes preventative maintenance of roads, bridges, and airports, winter snow and ice control, airport operation, pavement marking, signing and ferry operations. Work crews throughout the province carry out these activities. This total includes 86.5 Highways Revolving Fund FTE's who maintain and repair the department's equipment fleet.

Construction of the Transportation System sub-vote used 18% (247.7 FTE's) of the department's personnel for design, construction management and testing of improvements to provincial highways, bridges and airports. This also provided for the development of construction, design, material and testing standards.

The remainder of the department's employees are in the Transportation Policy and Logistics sub-vote and Administration sub-vote. These sub-votes account for the remaining 9% (123.9 FTE's).

Assets

The department's primary responsibility is the management and preservation of the province's transportation system assets including a 26 125 km network comprised of:

- 12 175 km of structural paved highways;
- 8 375 km of thin membrane surface highways (TMS);
- 5 575 km of gravel roads; and
- 840 bridges.

The existing system, as well as historical changes in the provincial highway network length and surface type, are shown in Figure 7.

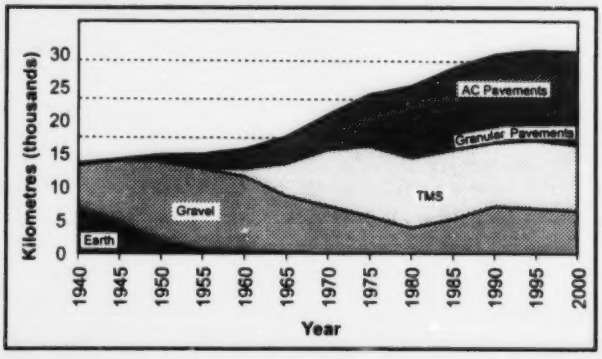


Figure 7. Length and surface type changes in the provincial highway network.

The department operates 18 airports in northern Saskatchewan, 12 cable ferries on the Saskatchewan River, and a barge on Wollaston Lake.

The municipal road network is under the jurisdiction of individual rural municipalities. Under the Rural Municipal Sharing Program (RMSP), the province and rural municipalities designated 53 325 km of municipal roads as eligible for provincial revenue sharing assistance. The RMSP assistance is funded through the Department of Municipal Affairs, Culture and Housing (MACH). Partnerships, Programs and Services Branch of the Operations Division provides the provincial planning and program delivery support for the RMSP. The lengths of rural municipal road types are shown in Figure 8. A gravel road surface is provided on approximately 97% of the designated road network. The remaining 3% have an asphalt surface.

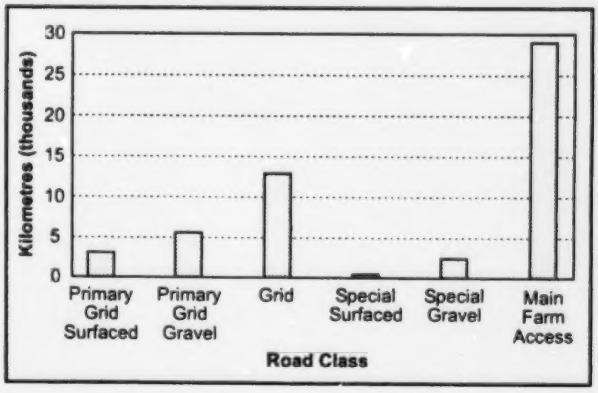


Figure 8. Rural municipal road system - designated roads.

Total travel on the provincial highway network in 1999/00 was 7.4 billion vehicle km. Saskatchewan's designated rural National Highway System roadways comprise about 11% of the total highway network and carry 38% of the annual traffic.

The department uses an asset management methodology, which provides processes for managing transportation assets by measuring and reporting value and rate of deterioration from year-to-year. It allows the department to set preservation objectives and to measure results annually. Current estimates place the value of the provincial road network at $6 billion.

The department owns, operates and maintains its own maintenance equipment fleet. The equipment is managed through the Highways Revolving Fund. The fund allows capital acquisition of equipment to be charged to the department's maintenance budget over several years based on actual use, rather than charging the actual capital cost to the department in the year of acquisition. The book value of the department's equipment fleet assets is about $45 million.

The department owns a number of miscellaneous office and computer equipment assets.

Administration

Program Delivery

This program provides direction, consultative, and advisory services. It is responsible for providing human resource services including labour relations, employee services, classification, staffing, and staff development. Information technology planning, acquisition and ongoing support as well as geographical information services are provided to the department through this program. The program provides financial assistance and support, including the preparation of financial reports and statements, coordinating budgets and forecasts, and processing accounts payable, accounts receivable and payroll. Communicating to internal and external audiences through strategic communication planning, public and media relations, advertising and correspondence is part of this program.

This is accomplished through activities in:

- Minister's office administration
- Executive administration
- Communications Branch
- Finance and Administration Branch
- Human Resource Branch
- Information Services Branch

1999/00 Objectives

Put in use the government's new purchase card within Fleet Services shops across the province.

Use of the purchase card across the entire department is targeted for November 2000.

Provide financial and administrative support and expertise to the department on all government and departmental financial and administrative policies, procedures and systems.

Based on feedback from the operational programs, effective financial and administrative support was provided for the department by:

- Answering and directing more than 20,000 calls from the inquiry line.
- Preparing monthly reports for executive and other government departments.
- Paying 70,000 supplier invoices on time within government policy.
- Reconciling the accounts receivable subledger and distributing outstanding accounts to appropriate programs.

Work with Department of Finance and Provincial Auditor's office to ensure all reporting requirements are met for Public Accounts.

All reporting requirements were met for the 1999/00 Public Accounts. The Provincial Auditor completed their audit requirement for the 1999/2000 fiscal year.

Ensure department financial reports are completed along with monthly accounting routines accurately and on-time.

All financial procedures were completed accurately in an established time-frame. The department was within $645,000 of the total budget of $236,502,879. All monthly revenue and expenditure forecasts were completed within the time-frame required by Department of Finance.

Process all invoices and S-4's accurately within government policy and within Department of Finance timelines.

The department met government policy and guidelines for timeliness of invoices and S-4 payments.

Complete implementation of the department financial and management reporting systems including the ORACLE financial system (HIFI 2000), new maintenance management system (MMS), Canadian Vehicle Standards Association (CVSA) system, International Road Dynamics (IRD) Trucking Monitoring System (Global Positioning System (GPS) and Geographic Information System (GIS).

The financial management reporting systems were implemented in April 2000 and MMS was still being tested in the 1999/00 fiscal year. The first phase of the CVSA system was started in 1999 so the department can collect and store carrier profile data. This information is provided to the Highway Traffic Board.

The IRD Truck Monitoring System has not started. The revised operational date is November 15, 2000. Development of the Central Administration System (CAS) for monitoring compliance with agreement conditions and generating billings has proven to be more complex than expected.

Continue project initiatives to improve effectiveness, efficiency and economy by reviewing and streamlining existing IT processes using the Information Technology Infrastructure Library (ITIL) processes, installation of remote control software standardization of desktops.

The department has started and is redefining a Change Management Process based in part on ITIL principles.

By the end of July 1999, all department personal computers were adjusted to meet the department's IT standards. This reduced support costs by approximately 50%.

The department started using remote control software, so the Help Desk could resolve about 75% of all calls, without going to the workstation.

Complete Y2K issues including assessment, testing and compliance for critical IT services.

The Year 2000 rollover passed without any problems. The potential for serious service interruptions were alleviated by: inventorying each potential issue, assessing it's impact, taking corrective action, testing for compliance and monitoring preparedness of third parties.

A department-wide contingency plan was derived and subsequently assigned (Emergency Planning Officer) to ensure continuing relevancy. The department was proactive within government by recognizing operational/business preparedness was more significant than IT system issues. Public safety, mainly winter operations, was identified as a critical business process.

Promote use of INFOCentral and the department Internet site and launch a new department web site designed to increase customer interaction.

The department's Internet site was revised to meet the government's new 'visual' format. It has been restructured to provide information based on public-related issues, rather than the department's organizational structure.

Improve Correspondence Unit procedures.

During the fiscal year, the department's operating processes for the Correspondence Unit were reviewed and updated. The Correspondence Unit reviews its practices regularly to ensure it is meeting the needs, policies and timelines established for government correspondence.

Develop a strategic communications plan and staff an internet communications consultant position.

The department is developing a strategic Internet plan consistent with the government's new Internet initiatives program. It is anticipated this position will be staffed in the 2000/2001 fiscal year so the department Internet and Intranet sites can be improved.

Resources

Financial

The four administration division branches, executive administration and the Minister's office expenses accounted for 2% of total department expenditures in 1999/00 (Figure 9).

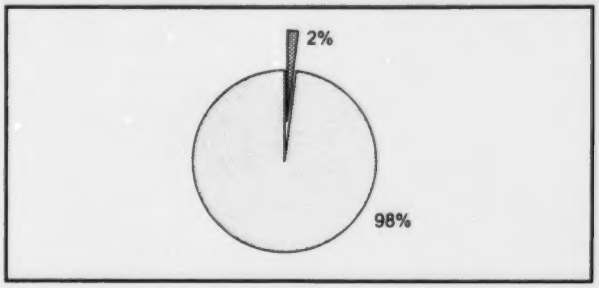


Figure 9. Actual 1999/00 - administration expenditures as a per cent of total department expenditures.

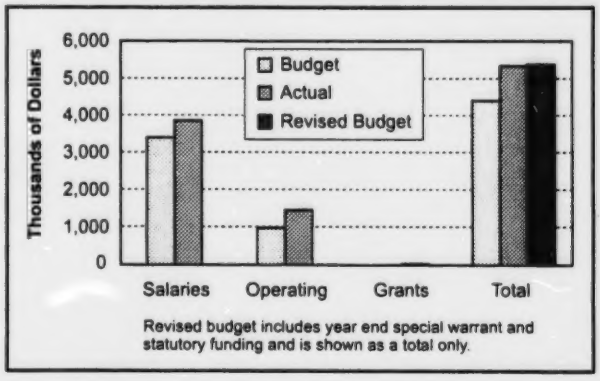


Figure 10. Actual 1999/00 expenditures - Administration.

People

The administration division's 74.3 FTE positions represented 5% of the department's total full time equivalent (FTE) positions (Figure 11). The actual number of FTEs used was less than budgeted due to staff vacancies.

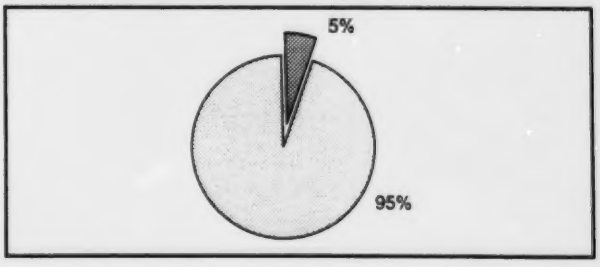


Figure 11. FTE's as a per cent of total department FTE's.

Assets

The department has a substantial investment in computer equipment including a Local Area Network (LAN) in Regina and Wide Area Networks (WAN) in three regional offices. These networks support a variety of technical and financial applications.

The department protects the privacy of information stored in its computer systems with encryption software and a well-managed, industry-standard password protection program. Information is protected by producing a daily back-up stored off site; having a disaster-recovery process for computer systems; and having virus protection software running continually on all networks and computers.

2000/01 Objectives

- Finish implementation of the government purchase card program to improve efficiency of purchasing and processing invoices under $1,000.
- Ensure the department's financial reports and monthly accounting routines are completed accurately and on a timely basis to ensure timely and accurate information is presented to senior management, executive and Department of Finance.
- Support and maintain the department's financial and management reporting systems including the ORACLE financial system (HIFI2000), maintenance management system (MMS) and CVSA system.
- Process all invoices and S-4's accurately within government policy and Department of Finance's guidelines.
- Create and manage a secure, flexible and reliable IT infrastructure.
- Expand understanding and awareness of Information Management within the department and adapt business processes to facilitate on-line delivery of information and services.
- Establish and increase the development of departmental and inter-departmental partnerships for Information Technology Systems solutions and management.
- Develop an Information Technology System culture focused on quality, service and timeliness.
- Provide human resource support and expertise on all government and department human resource policies and procedures, including policy development, record administration, payroll services and regulatory/contract expertise.
- Revitalize the department's Intranet site to improve the timeliness of information.
- Develop new procedures to manage the increasing amount of e-mail letters being received.
- Update communication policies on media interviews, corporate speaking engagements, and preparing and presenting papers on behalf of the department.

Accommodation and Central Services

Program Delivery

This program provides for office space, equipment and materials storage, weigh scale facilities and materials testing laboratories required for department activities. The program provides for mail services; records management and storage; as well as minor renovations. Major capital accommodation projects to support departmental programs, safety issues, and other changing operational requirements are included in this program.

1999/00 Objectives

Clean up contamination at Saskatoon equipment storage building (ESB) where underground fuel and used oil tanks were located.

The former ESB site at Avenue F and 22nd Street was cleaned up in the summer of 1999. A small pocket of contamination still exists under the building, and will be removed when the building is demolished.

Obtain new ESB for Saskatoon.

Through SPMC, an ESB at 71st St. in Saskatoon was leased in December 1999. The new building replaced the ESB located at Avenue F and 22nd Street.

Obtain additional space for Northern Region office. The additional space could not be taken until federal government moved.

In April 1999, an additional 100 m² of office space, adjacent to the existing Northern Region office space was leased.

Prepare three-year accommodation plan.

The long-term plan documenting the need to replace obsolete ESB was completed in January 2000. The plan identified ESB replacement priorities.

Complete functional requirements for Engineering Services, Southern Region and Head Office to allow proposal call for space prior to lease expiry.

There was no change to the Regina Engineering Services functional requirements, since SPMC is trying to renew the lease at the existing location. The functional requirements for the Southern Region were completed in February 2000. Functional requirements for Head Office were deferred to 2000/01.

Complete minor renovations to head office by obtaining and renovating space on main floor to allow relocation of Transport Compliance.

Minor renovations to vacant main floor space at 1855 Victoria Avenue were completed in November 1999 and Transport Compliance moved into the space in December 1999.

Determine surplus space in Rosetown equipment repair depot so SPMC can sublet to Sask Power.

Unused office space and two service bays were turned over to SPMC who sublet the space to Sask Power. This reduced the department's accommodation costs in Rosetown.

Resources

Financial

This function accounted for 3% of total department expenditures. The accommodation budget for 1999/2000 was $7,061,000. Actual expenditures were $6,680,597. The capital project portion of the budget was estimated at $1,201,000, with actual expenditures of $625,000. There were accommodation savings because some space was required for only part of the year. There were capital expenditure savings because some work was not completed before March 31, 2000. The Yorkton paint storage shed and the Beverley Weigh Scale building were deferred to take advantage of lower seasonal construction costs.

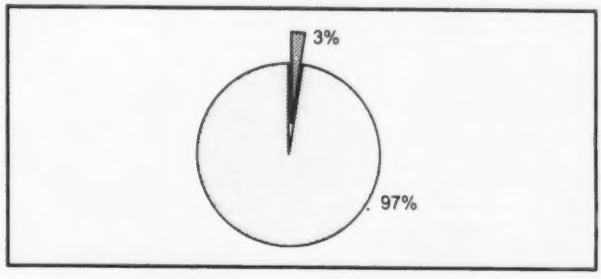


Figure 12. Actual 1999/00 expenditures as a per cent of total department expenditures.

People

There are no FTE's directly employed relating to the expenditures in this function. Finance and Administration Branch staff provide management and coordination services.

Assets

The department uses an extensive network of facilities throughout the province, which are owned or leased by SPMC.

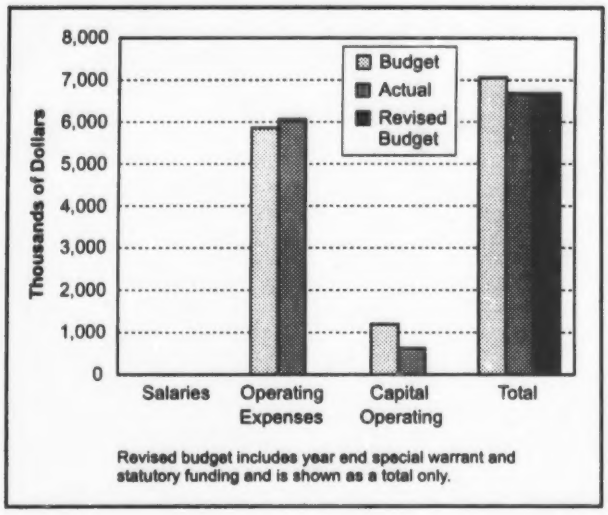


Figure 13. Actual 1999/00 expenditures - Accommodation and Central Services.

2000/01 Objectives

- Complete systems furniture installation at the Central Region office and begin installation at the Engineering Service office in Saskatoon.
- Obtain an additional 400 m² at the existing Engineering Services Saskatoon office to accommodate staff relocating from North Battleford and allow the Engineering Services North Battleford office to be closed.
- Obtain new office space for Southern Region in Regina outside the downtown core to make Southern Region more accessible to rural clients.
- Construct a new weigh scale building at Beverley to replace the existing building, which is too small and in very poor condition.
- Construct a paint storage building in Yorkton to store latex paint which must be kept indoors.
- Complete functional space requirements for Head Office so SPMC can issue a space proposal call before the lease expires in August 2001.
- Complete Phase 1 Environmental Site Assessments in Nokomis and Redvers as required by SPMC when sites are being closed.
- Relocate the existing ESB at Nokomis to Grenfell to minimize equipment storage building replacement costs.
- Complete DHT and SPMC Millenium Partnership document, which will promote long-term strategic planning for facility replacement, repair and improvement.

Program Delivery

This program provides a policy framework to improve the efficiency and safety of Saskatchewan's transportation system. The program supports transportation policy and program development.

Transportation Policy and Logistics

1999/00 Objectives

Continue to ensure that Saskatchewan's interests are protected with the changes to the grain handling and transportation system.

Saskatchewan was prominent in the review of the federal Grain Handling and Transportation legislation. Through consultation with stakeholders and persistent efforts to present Saskatchewan's position on the best possible scenario for grain transportation reform legislation, Bill C-34 was crafted to include a position cautiously supported by Saskatchewan.

Continue to ensure Saskatchewan's concerns are addressed during the Federal Grain Handling and Transportation Reform Process.

Saskatchewan continued to pressure the federal government to make changes to the grain handling and transportation system prior to the 2000/01 crop year. The department participated with other western provinces in the Kroeger grain transportation reform process, developing a new federal legislative and regulatory framework for the grain handling and transportation system. The department worked with producers and community groups to support shortline development and grain logistics initiatives.

In preparation for the 6th International Symposium on Heavy Vehicle Weights and Dimensions to be hosted in Saskatoon in June 2000, initiate the call for papers, solicit participation, organize schedules and implement administrative procedures.

The International Forum for Road Transportation Technology (IFRTT) executive awarded the 2000 symposium to Saskatchewan. It will be held in Saskatoon June 18 to 22, 2000. A five person committee was formed to make arrangements for the symposium. An Expression of Interest and Call for Papers was mailed to over 3,000 people in October 1999 and February 2000. The estimated benefits to the City of Saskatoon are more than $150,000.

Continue to monitor developments affecting the efficiencies and competitiveness of the grain logistics system.

At year end, the province was awaiting new federal transportation policy initiatives respecting the grain transportation system. Any new transportation and grain-handling structure will be monitored to protect the interests of Saskatchewan shippers and producers.

Initiate a review of the trucking programs and policies.

Consultants prepared a draft report that evaluated the safety and economic impacts of the special haul programs. Terms of reference were developed for seeking broad-based public input as part of the review, which will be completed in the summer of 2001.

Implement the multi-jurisdictional National Roadside Survey 1999 to obtain comprehensive data on commodity origin, destination, volumes and equipment to facilitate transportation planning.

The data collection was completed in July, August 1999 with about 2,600 trucks being sampled. Transport Canada is carrying out the national analysis. A report will be available in late 2000.

Contribute to the development of the Provincial Climate Change Strategy led by Saskatchewan Energy and Mines.

The department represents Saskatchewan's interests on the Interdepartmental Committee on Climate Change, as well as the Stakeholders Advisory Committee on Climate Change (SACC). The department co-chaired a Transportation Working Group evaluation of the *Transportation Options Paper* and provided SACC with recommendations for developing a provincial strategy and the national implementation strategy.

Cooperate with stakeholders to develop Saskatchewan positions on intergovernmental transportation and related issues.

The department has been working with western jurisdictions and stakeholders to develop common positions on the National Transportation Investment Strategy (NTIS), aircraft emergency intervention services at non-designated airports and grain transportation issues.

Develop bilateral relations with neighbouring US jurisdictions and facilitate the development of a model for ongoing improvements at second tier border crossings.

The department participated in joint Ministerial Missions to Montana and North Dakota to improve bi-lateral relations.

The department served on the multi-jurisdictional steering committee (Manitoba, Saskatchewan, Minnesota, North Dakota, South Dakota, Nebraska, Iowa) for the *"Northern Great Plains: Trade and Transportation Initiative"* study being led by Minnesota. The purpose is to make recommendations on infrastructure needs to support emerging trade trends in the region.

The department and Manitoba served on the steering committee, for a Transportation Equity Act for the 21st Century (TEA-21) study, led by North Dakota, on a "Planning Model for Ongoing Border Improvements at Second Tier Border Crossings". Terms of reference were developed, request for proposals evaluated, and a consultant hired. North Portal-Portal and Emerson-Pembina are the test sites for the model. The study is in progress and the report should be completed by December 31, 2000.

Continue to monitor the federal government's air transportation initiatives to ensure that Saskatchewan's interests are considered.

The department presented Saskatchewan's concerns on the impact of air industry restructuring to the federal government and Air Canada. The department provided input to revisions incorporated in the Civil Aviation Regulation 308 (CAR 308) (Aircraft Emergency Intervention at Airports) regulations.

Develop an aviation strategy for Saskatchewan through consultation.

The department hired a consultant to seek input from stakeholders and assist in identifying key aviation concerns. The department worked with the Air Transportation Working Group of the Saskatchewan Aviation Council to draft recommendations for the aviation policy.

Develop a provincial strategy for deployment of Intelligent Transportation Systems (ITS), focussing on rural applications and commercial vehicle operations.

The department started discussions with other levels of government, industry and the crown corporations to seek support for developing the ITS strategy. A funding request was prepared seeking Transport Canada support for the development of a provincial ITS strategy.

Complete the formation of remaining area transportation planning committees (ATPC) by the end of the fiscal year 2000-01.

Ten ATPC's were formed prior to March 31, 2000, covering the whole province. The last ATPC will be formed in summer of 2000.

Develop policies that create stronger shared decision-making and responsibility partnerships with local governments through ATPCs and other opportunities.

The department continued to develop a Strategic Management Plan, which along with the ATPC strategic initiative to help set appropriate policy direction. The Plan was prepared for consideration by a subcommittee of Cabinet in early 2000/01.

Establish a system to identify global trends and impacts on Saskatchewan transportation systems and services

In 1999/2000, staff completed a review of external trends that impact transportation systems and services in the province. The 10 most significant trends were:

- Consolidation of the grain handling system;
- Shift from commodities towards value added production;
- Declining net income of Saskatchewan farmers;
- North-South trade;
- Community transition;
- Increasing support for government to recognize and address aboriginal issues;
- Public pressure for governments to be more accountable;
- Public funding priorities are health, education and social services;
- Global warming; and
- Increasing application of information technology.

Complete a draft policy on the accommodation of public interest in major operational policies

In 1999/2000, staff began developing guidelines to ensure that public interest is considered in all major operational policies.

Reduce violations through deterrents such as legislative and/or regulatory change

In 1999/2000, the department completed development on updated regulations respecting:

- security of loads transported by commercial vehicles
- vehicle weights and dimensions.

Load security rules were changed to accommodate special securement practices for transporters of bales. The rules governing weights and dimensions were updated to reflect changes in a federal-provincial-territorial Memorandum of Understanding on vehicle weights and dimensions.

The weight limit designation on Highway No. 46 was changed to primary.

Resources

Financial

Transportation Policy and Logistics accounted for 1% of the total department expenditures in 1999/00 (Figure 14). This division had an approved budget of $4,166,000 and actual expenditures of $3,530,000 in 1999/00 (Figure 15).

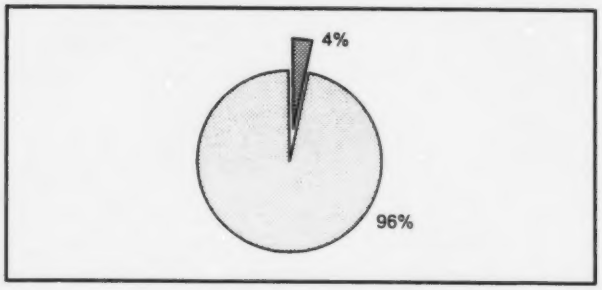


Figure 14. Actual 1999/00 expenditures as a per cent of total department expenditures.

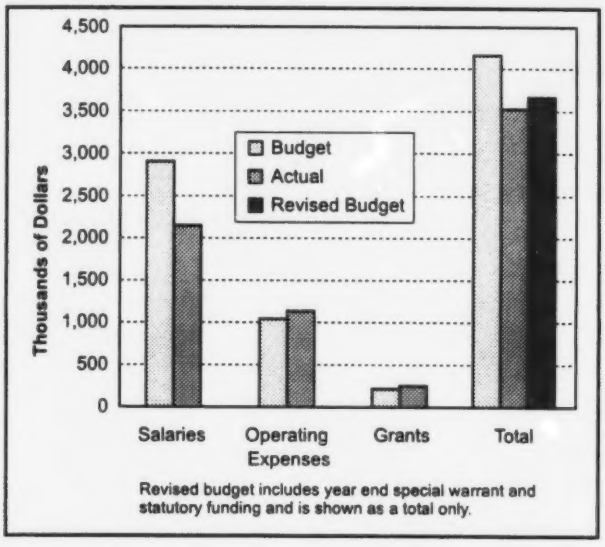


Figure 15. Actual 1999/00 expenditures - Transportation Policy and Logistics.

People

A total of 49.6 FTEs were budgeted for Transportation Policy and Logistics for 1999/00. These positions, which represent 4% of the department's total FTEs, are primarily located in head office in the Transportation Policy and Logistics Division. (Figure 16).

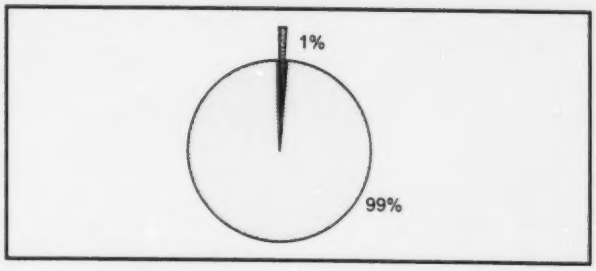


Figure 16. FTE's as a per cent of total department FTE's.

2000/01 Objectives

- Strengthen the role of and relationships with Area Transportation Planning Committees to have them more fully participate in decision-making on regional transportation issues.
- Develop policy direction for a sustainable transportation infrastructure in Saskatchewan to better sustain economic development.
- Explore innovative options to fund transportation infrastructure to provide additional resources for strategic road investments.
- Explore innovative options to reduce the impact of trucks on the road network to mitigate the impact of modal shifts in transportation of bulk commodities and extend the life of secondary roads.
- Complete a grain haul corridors investment strategy partnership among all levels of government to better utilize limited resources in maintaining our transportation system.
- Develop a resource network that improves access to internal and external information requirements so that the department can respond more effectively to its changing environment.
- Implement the Trucking Advisory Forum to seek public input in developing recommendations for Saskatchewan's special trucking programs.
- Co-ordinate the development of a provincial strategy for the deployment of Intelligent Transportation Systems.
- Complete a review of international and inter-provincial trade corridors.
- Prepare a Saskatchewan strategy for regional railroad and short line conversion and review the concept of regional railroads.

- Make a presentation to the Senate Committee on Transportation providing practical recommendations as a means of improving the Bill to amend *The Canada Transportation Act* and outlining our concerns.
- Participate in the review of *The Canada Transportation Act.*
- Ensure the transition to the new transportation and grain-handling structure will be monitored with Saskatchewan's interests by establishing a Saskatchewan Grain Handling and Transportation Monitor.
- Continue to explore initiatives which introduce aboriginal participation into the many operational and transportation aspects of the department
- Continue to improve opportunities that would maximize aboriginal participation in the operation and management of the transportation system.
- Continue to work with major stakeholders such as the airport authorities, Saskatchewan Airport Council and other groups to enhance air services in Saskatchewan.
- Work with northern stakeholders, including aboriginal groups, to define the appropriate level of access to northern communities.
- Continue to support the national and provincial process to develop our response relative to transportation for the Kyoto Protocol on climate change.
- Create an organizational environment for healthy and productive people by developing a comprehensive succession plan for the department.
- Develop an employee wellness plan to better use the human capacities of our employees.
- Promote learning and skill development with our employees, consultants, contractors and other partners to enable them to adapt to a changing environment.
- Develop a strategic plan to recognize and support innovative behaviour as part of ongoing department program to encourage innovation.
- Seek partners to enhance expertise in transportation related fields.
- Develop strategies supporting government employment equity.
- Strategically monitor and report on key environmental trends in order to provide strategic database management and analysis for policy development.
- Provide necessary advice and expertise on transportation legislation and regulations.

Preservation of the Transportation System

Program Delivery

This program provides for preventative maintenance, structural restoration and management of provincial highways, bridges, airports, and ferries to ensure the safe, orderly and efficient movement of people and goods. It also provides for preserving the province's investment in transportation facilities.

The Revolving Fund is used to finance the procurement of equipment used in the preservation and operation of the network. It is also used as a mechanism to facilitate department delivery of public improvement custom work for municipalities, other government agencies and Crown corporations.

1999/00 Objectives

To minimize the long-term costs of preserving the highway system.

This is an ongoing objective supported by budgeting and work scheduling. The budgeting system (Asset Management) continues to improve and evolve as more accurate performance prediction models are developed. The software tools needed for this activity were developed, implemented and used in the development of the 2000-01 program.

Develop and implement strategic objectives for the preservation program that will support the department's Vision and Values.

Participated in the department's Strategic Planning Process. Assumed an active role in strategic and business planning consistent with the vision and values of the department.

Install and implement a "world class" Maintenance Management System (MMS) to allow area managers and crew supervisors to do better crew scheduling and resource allocation.

A pilot project was successfully completed in the Tisdale area. Full use of MMS, planned for 2000/01, is underway. This will enable staff to systematically plan, organize, schedule, and review all work involved in preserving the transportation system.

Install state of the art communications and computing facilities in all the section shops. This will allow improved communications and decision-making.

Communication between section and area headquarters is an integral component of the successful implementation of a Maintenance Management System. Computer workstations were installed in section offices throughout the province providing the necessary communication links.

Complete development of a system to provide needs based budgets for all preservation activities.

MMS is the final component of the overall Asset Management System. It will enable the department to rationally develop and defend needs based budgets.

Continue to work with the CICA and TAC to determine an appropriate valuation method and appropriate write down for highway assets.

The department participated on a TAC steering committee evaluating the use of road salt and a "Salt Management Guide" was developed for use by other transportation agencies. TAC, through a special committee on Asset Management commissioned a report entitled "Ensuring and Reporting Highway asset Value, condition and Performance". The report although completed in February 2000 is still awaiting publication.

A formal process for determining all appropriation method was published. The department started work to enable valuing the highway asset in accordance with CICA approved methods. This should be completed in the fall of 2000.

Resources

Financial

The department's maintenance expenditures accounted for 42% of the total department expenditures in 1999/00 (Figure 17). The total approved budget was $97,879,000 and actual expenditures were $98,229,000.

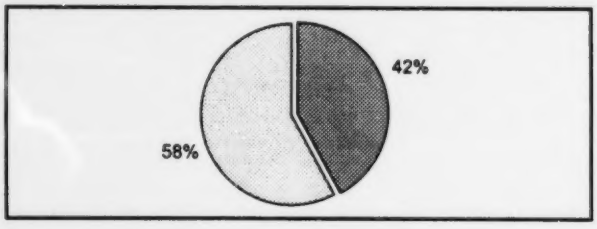


Figure 17. Actual 1999/00 expenditures as a per cent of total department expenditures.

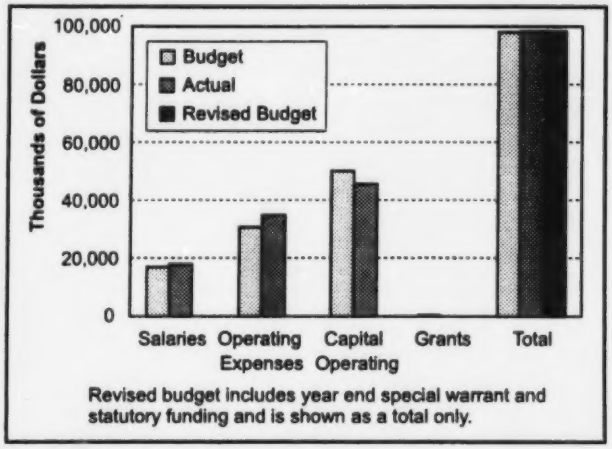


Figure 18. Actual 1999/00 expenditures - Preservation of the Transportation System.

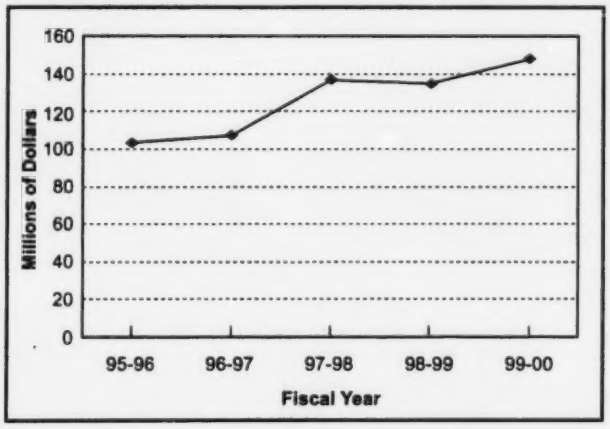


Figure 19. Historic maintenance expenditures - restated to include resurfacing.

People

Preservation's FTEs (419.6) support summer preservation and maintenance activities (Figure 20). These activities are carried out by department employees in work crews throughout the province. Major resurfacing projects are completed by the road building industry.

An additional 86.5 FTE's in the Revolving Fund are devoted to maintaining and repairing the department's maintenance equipment fleet of trucks, graders, snowplows, etc.

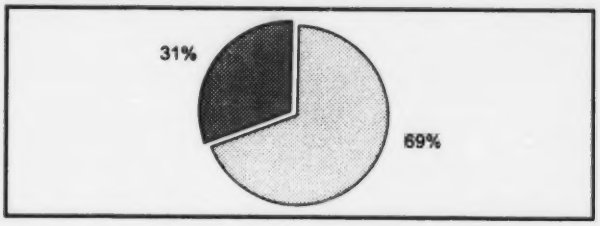


Figure 20. FTE's as a per cent of total department FTE's.

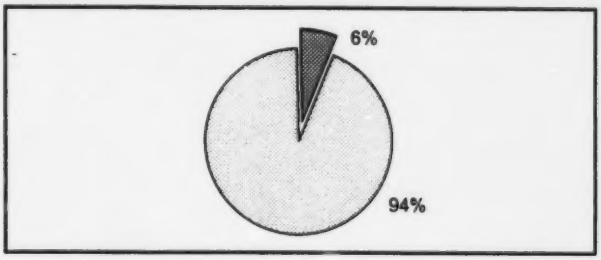


Figure 21. Revolving Fund FTE's as a per cent of total department FTE's.

Assets

The primary assets managed through the preservation and maintenance programs include 12 175 km of structural pavements, 8 375 km of thin membrane surface roads, 5 575 km of gravel roads, 840 bridges, 18 provincial airports, 12 cable ferries and one barge. The full replacement cost of this transportation infrastructure is estimated at $6 billion.

The department equipment fleet is managed through the Highways Revolving Fund, which obtains statutory funding through the maintenance program appropriation. The department's equipment fleet is currently made up of approximately 1,540 power units and 1,580 sundry units with an estimated value of $45 million.

2000/01 Objectives

- Complete implementation of the MMS project so that the full capabilities of the system are available to assist the field crews in planning, scheduling and tracking the delivery of preservation program.
- Implement a system for review of surface preservation accomplishments on a crew basis to identify best practices and communicate those best practices to all the field crews.
- Review the Asset Management System to ensure that it can develop a surface preservation program consistent with the department's objectives and initiatives.
- Continue building partnerships with local governments to plan and manage a sustainable transportation system.
- Continue to review and evaluate Asset Management software used by the department to develop, plan and manage its preservation programs to ensure that the software is fit for purpose and compatible with the department's goals, objectives and hardware systems.
- Complete a 10-year fleet strategy to identify equipment procurement requirements.

Operation of the Transportation System

Program Delivery

This program provides the delivery of a wide range of services including pavement marking, signing, lighting, winter snow and ice control, ferry operations. Related operational services such as property acquisition and management, traffic engineering, trucking programs and preservation engineering services are also delivered with this program. It also provides for ensuring compliance with transportation legislation and regulations and developing new methods for moving goods by truck.

Professional and technical expertise to rural municipalities concerning the municipal road network is included in this program. The department works with Municipal Affairs, Culture and Housing (MACH), to deliver the Municipal Heavy Haul, Traffic Count and Bridge Programs.

The Project Services Group provides project management expertise to the entire department on several projects each year. Project success depends heavily upon proper management of the initiative and assigned resources. The executive team establishes priorities and departmental clients are held accountable for the individual project deliverables.

This program also facilitates the operation of the province's highway network by applying and administering standards and policies on:

- roadside development;
- access management;
- roadside drainage;
- traffic guidance;
- traffic safety improvements;
- management of other undeveloped highway properties, including aggregate resources
- operational highway planning; and
- traffic counting.

1999/00 Objectives

Development of Integrated Rural Road Classification System

The Rural Road Classification Steering Committee completed its task to develop an integrated rural road classification system. In January 2000, the committee presented its report to the stakeholders which included Saskatchewan Association of Rural Municipalities (SARM), Saskatchewan Urban Municipalities Association (SUMA), MACH and DHT. The report recommended the adoption of a seven-class road system. It further recommended undertaking a level of service gap analysis and defining a process to develop strategies for eliminating level of service gaps in an integrated transportation system.

Full implementation and rollout of the Property Services Information System (PSIS) as resources allow.

The PSIS system has been implemented in the Southern Region. Technology is being evaluated which would allow the system to be implemented in the Central and Northern Regions.

Provide a new land use fee schedule

Fee schedules were reviewed with other Crown land departments for consistency. Input was gathered from the Regions and a new land fee schedule was submitted for executive approval.

Develop a land disposal policy

A policy was developed based on current legislative requirements, practices, and guidelines in accordance with other Crown land disposal policies. Input was gathered from the Regions, Engineering Services and Justice and the policy was submitted for executive approval.

To recruit additional staff with expertise in the area of low tire pressure technology & forestry transportation.

The department successfully recruited a professional engineer with expertise in low tire pressure technology and low volume forestry road construction and maintenance practices.

To conduct a demonstration project to determine the benefits of operating trucks with low tire pressure systems.

The department in partnership with CAIP and Saskatchewan Wheat Pool conducted a demonstration project in the RM of Walpole. Preliminary results indicated there are significant benefits associated with low tire pressure technology in reducing road damage.

To negotiate 15 new transportation partnership agreements with industry.

The department successfully negotiated 22 new transportation partnership agreements with industry adding $500,000 annual revenue to the Transportation Partnerships Fund.

To administer all specialized trucking agreements between industry and the department and issue permits and monitor haul operations as required.

The department administered approximately 80 industry trucking agreements and issued approximately 800 vehicle permits. The haul patterns of these agreements were also closely monitored.

To work with IRD to develop a GPS/GIS truck tracking system to assist in administering the Transportation Partnership Program (TPP)

Installed five satellite tracking systems into trucking partnership vehicles and continued development of the system in conjunction with IRD. The system is expected to be operating in November 2000.

Conduct inspections and investigations to detect and remove fatigued drivers as well as overweight and mechanically unfit vehicles from our roads.

Saskatchewan Highway Traffic Officers conducted more than 4,000 safety inspections on heavy commercial vehicles. More than 600 charges were laid against operators of overweight trucks. Branch employees conducted over 700 investigations of alleged carrier misconduct.

Increase compliance by carrier and drivers through information exchange, partnerships with key stakeholders, education and awareness programs.

Saskatchewan provided leadership in North America with "Operation Air Brake". This is a Selective Traffic Enforcement Program aimed at drivers of large commercial vehicles, as to the importance of keeping air brake systems properly adjusted and maintained. As a result of this program, the number of vehicles taken out of service for serious brake defects was reduced by 41%.

Led "No Zone" campaign, an education and awareness program, informing drivers of small vehicles how to safely share the road with large trucks.

Timely provision of road side development and management permit services on an "on-demand" basis.

Category	Permits Issued
Approach	209
Miscellaneous	134
Pipeline Crossings	372
Roadside Development	130
SaskPower	107
Communication	178
Seismic	399
Subdivisions	202
TLE's	177
Total	**1,908**

Develop a plan for and deliver support services to the Area Transportation Planning Councils.

Department regions filled vacancies to support ATPC's.

Improve the department's aggregate management system (pit log) software to ensure year 2000 compliance.

The program is functional in the Year 2000 and is being updated to a Windows operating environment. This multi-year project should be completed in the 2000/2001 fiscal year.

Digitize pit plans for use with AutoCad and GIS systems, as well as conversion of pit plans to world co-ordinates for use with GPS systems.

This is a multi-year project, which should be completed in the 2000/2001 fiscal year. Approximately 50% of the existing pit plans have been digitized as of March 31, 2000. Conversion to world co-ordinates will allow pit surveys with more efficient GPS systems.

Develop a plan for reviewing and revising the Roadside Management Manuals Volumes 1 and 2, to improve policies dealing with roadside development and provincial highway access.

This is a multi-year project that is expected to be completed in the 2000/2001 fiscal year.

Develop a policy on the issue of highways as airplane landing strips during emergencies.

This policy was developed and was subsequently approved by the department's Executive on February 28, 2000.

Address any recommendations that arise from the Strategic Gravel Policy Project.

The Strategic Gravel Policy Project was delayed as resources were assigned to other priority projects.

Undertake a review of the department's current and long-term traffic data needs.

The department commissioned a study team from the University of Regina to complete this review. It has started and should be completed in 2000/2001 fiscal year.

Develop a policy for recreation trail encroachments onto provincial highway rights-of-way. The TransCanada Trail is a recreation trail.

A draft policy was developed and distributed for consultation with affected stakeholders. It is expected that this policy will be completed in the 2000/2001 fiscal year.

Identify the highest ranking collision black-spot locations on provincial highways, and rank all intersections with provincial highways by accident rate.

Work started on this project were expected to be completed in the 2000/2001 fiscal year.

Complete long-term transportation planning studies for Saskatoon, Estevan, and the Regina south east bypass.

These are multi-year projects in which work has started and is expected to be completed in the 2000/2001 fiscal year.

Perform or manage at least six priority functional highway planning and/or area transportation studies at different highway locations throughout the province.

Three functional highway planning studies were completed in the 1999/2000 fiscal year:

- A functional four lane study on Highway No.11 between Duck Lake and Regina.
- A highway corridor safety study on Highway No.10 at Balcarres.
- A partnership with the North Portal Duty Free Shop to improve the layout of Highway No. 39 at the Canada U.S. border.
- Another 12 functional planning studies and two area transportation studies were started.

Resources

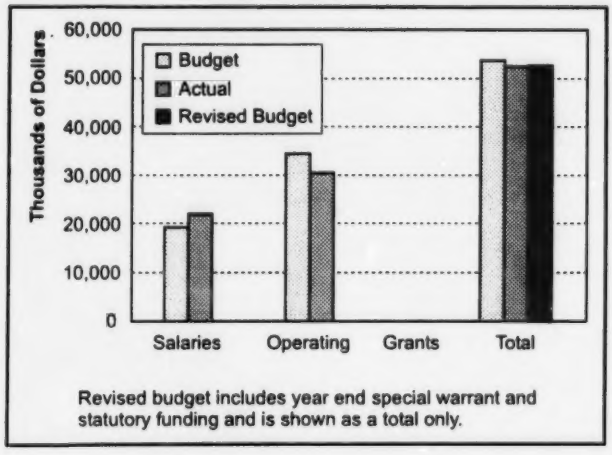


Figure 22. Actual 1999/00 expenditures - Operation of the Transportation System.

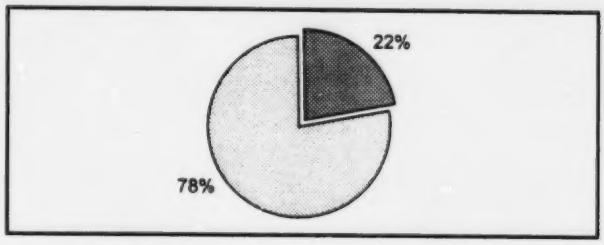


Figure 23. Actual 1999/00 expenditures as a per cent of total department expenditures.

People

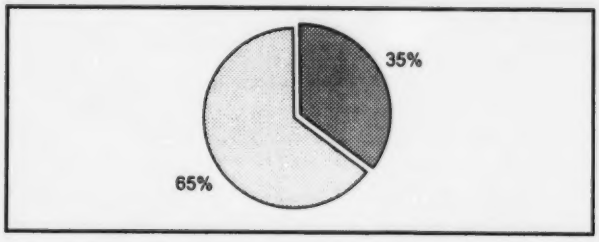


Figure 24. FTE's as a per cent of total department FTE's.

Assets

The primary asset managed by Operations Services consists of department aggregate sources (gravel pits). The department's raw (uncrushed) aggregate sources are conservatively estimated to be in the order of 130 million cubic metres of gravel and 60 million cubic metres of unscreened sand.

2000/01 Objectives

- Follow up the recommendation of the Rural Road Classification Report by adopting the classification for an integrated transportation system, undertaking a Level of Service gap analysis and defining a process to develop strategies to eliminate the gap.
- Conduct field experiments to confirm the benefits associated with operating trucks equipped with low tire pressure technology.
- Organize and host the Sixth Annual Symposium on Heavy Vehicle Weights and Dimensions in Saskatoon in June of 2000.
- Conduct a road cost study that would form the basis of a variable cost system for pricing trucks operating at primary weights on secondary highways.

- Negotiate 15 new partnership agreements with industry that could contribute between $0.5 million to $1 million annually to the Transportation Partnership Fund.
- Administer 90 trucking agreements between industry and the department, issue approximately 900 vehicle permits and monitor the hauls to ensure compliance with agreements.
- Start development of a manual that will set out the performance requirements for the shipper/carrier in the specialized trucking program.
- Start discussions with forestry companies to move the industry from old generation trucking agreements into the framework of the Transportation Partnership Program.
- Start a vehicle demonstration project to improve the safety and efficiency of transporting raw forest products.
- Increase the number of commercial vehicle inspections by training more enforcement officers to conduct Commercial Vehicle Safety Alliance heavy vehicle inspections.
- Reduce the number of heavy commercial vehicles being removed from the road for serious mechanical defects or driver fatigue.
- Reduce the incidents of overweight vehicles using an integrated weight enforcement and awareness strategy.
- Complete improvements to the department's aggregate management system (pit log) software.
- Address recommendations arising from the Strategic Gravel Policy Project.
- Digitize the remaining (un-converted) pit plans for use with GIS systems, and continue to convert them to world co-ordinates for use with GPS systems.
- Develop a plan for revising the Control of Access Regulations to improve provincial highway access management.
- Develop a plan for revising the Roadside Management Manual Volume 1, to improve policies for roadside development and provincial highway access.
- Review the traffic guidance policies and practices to improve delivery of signing and pavement marking programs on provincial highways.
- Review policies dealing with safety in contractor work zones.
- Develop a plan for reviewing and revising the Design Manual Part 2, to improve policies dealing with traffic guidance, operations and safety issues on provincial highways.
- Review the warrants for turning lanes and develop a delivery strategy to address industrial development sites affecting the safety of motorists on the provincial highway system.
- Finalize a policy regarding recreation trail encroachments onto provincial highway rights-of-way.
- Develop a sign inventory system to improve sign replacement practices and improve budget development for traffic control and guidance.
- Complete the identification of the highest ranking collision black-spot locations on provincial highways, and rank all intersections with provincial highways by accident rate.
- Develop a prioritized listing of potential interchange sites on the provincial highway system.
- Evaluate the need for passing lanes at three specific locations using benefit-cost analysis.
- Complete long-term transportation planning studies for Saskatoon, Estevan, and the Regina South East bypass.
- Perform and manage 12 priority functional highway planning studies at different highway locations throughout the province.
- Perform and manage two area transportation planning studies at different locations in the province.

Construction of the Transportation System

Program Delivery

This program provides for the improvement or new construction of provincial highways, bridges and airports including development of engineering standards, design and construction management. It also provides engineering services for major contracted preservation and maintenance activities.

1999/00 Objectives

The department is committed to providing a sustainable highway network. Efficient and affordable transportation is essential for the movement of agricultural products. We will provide planning and project management to deliver $20.5 million in capital upgrading of secondary rural agricultural highways impacted by changes in grain handling and value added-agriculture industries as a result of changes to the Western Grain Transportation Act.

The department provided planning and project management to improve 163 km of rural highways at a cost of $21.7 million

We are committed to complete twinning of the Trans Canada Highway from border to border and the Yellowhead Highway from North Battleford to the Alberta border by 2012. Twinning these highways will contribute to economic growth and diversification and provide improved safety for the motoring public.

The provincial government announced this long-term twinning commitment in the spring of 1997. At a cost of $7 million, a 27.5 km section of the Trans Canada Highway from west of Gull Lake to west of Tompkins was paved and opened to the public in September 1999.

Work continued on a 21 km grading contract on Highway No. 1 from east of Indian Head to west of Wolseley. Due to higher than normal rainfall, this project is progressing slower than anticipated, and should be completed in 2000/01.

At a cost of $2.5 million, the subgrade was constructed on a 10.7 km section of Highway No. 16 between Marshall and Lashburn. This project will be surfaced in 2000/01.

Construction of an interchange at Pasqua and Highway No. 11 will commence in 1999/00. The safety of the motoring public using this intersection will improve upon completion of the interchange, planned for 2000/01.

Grading and bridge construction started in 1999/00 and will continue into the 2000/01 fiscal year. This intersection will be opened to the public in the fall of 2000 at an estimated cost of $7 million.

To improve service and safety on high volume highways, the department will start a grading contract to twin Highway No. 16 from Saskatoon to 7 km east. The four-lane highway and ancillary facilities are scheduled for completion in 2000/01. The department will commission a consultant to develop a detailed design and tender documents for a second river crossing in North Battleford.

At a cost of $2 million, the subgrade was constructed on Highway No. 16 from Saskatoon east. This project will be surfaced in 2000/01. The department commissioned consultants to prepare a geotechnical design and functional planning study for the second river crossing over the North Saskatchewan River at the Battlefords.

We will improve safety on the provincial highway network by partnering with industry and other stakeholders on the construction of additional traffic lanes that accommodate traffic flow turning movements at five high volume intersections. In partnership with Saskatchewan Environment and Resource Management, we will separate cars from bicycles and pedestrians by constructing a pedestrian bicycle pathway at Good Spirit Lake. Delineation lighting will be installed at 11 locations across the province.

The department partnered with industry to construct intersection improvements at 5 locations.

In partnership with SERM, a pedestrian bicycle pathway was constructed at Good Spirit Lake at a cost of $55,000.

Delineation lighting was installed at 14 locations across the province at a cost of $40,000.

After consulting with SERM, the department will undertake improvements to Greenwater Lake Provincial Park roads.

The department paved 5 km of access roads to the Recreation Hall, Golf Course, Aspen Grove and cabins in Greenwater Lake Provincial Park at a cost of $167,000.

The department will complete and open the Athabasca Seasonal Road. This road will allow supplies to be delivered to residents of the Athabasca Basin once the barge service is discontinued.

The department completed the Athabasca Seasonal Road.

In support of northern community access, a three-year, 30 km, $3.6 million project on Highway No. 909, Turnor Lake Access, was started in 1997/98. Work will continue in 1999/00 with the grading of an another 5 km of this highway.

An additional 5 km of the Turnor Lake Access road was completed.

We will support the forestry industry and access to northern communities by upgrading northern road links. Subject to environmental approval, the department will regrade Highway No. 951 from the Jct. Highway No. 903 to Waterhen Lake and Highway No. 941 from Waterhen Lake to the Jct. Highway No. 904. Reconstruction of Highway No. 965 will continue with the grading of 11 km between 10 and 21 km west of Jct. Highway No. 165. Reconstruction will continue on Highway No. 903 with the grading of 16 km from Broad Creek to 7 km north of Jct. Highway No. 904. The department will also grade 10 km of Highway No. 943.

The following northern road links were upgraded in 1999/00:

- Highway No. 903, 15.7 km from Broad Creek to 7 km north of Jct. Highway No. 904;
- Highway No. 943, 10.2 km of Sawmill West Road from Jct. Highway No. 946 west;
- Highway No. 965, 10.6 km from 10 to 21 km west of Jct. Highway No. 165;
- Highway No. 951 and 941, between Highway No. 903 and Highway No. 904, was delayed by environmental approvals. Work started in late fall and it should be completed in 2001.

To support economic and social development in northern Saskatchewan, the department will continue to make provisions in contract documents to allow employment and business opportunities for northern residents on construction projects in northern Saskatchewan.

The department tendered 17 major contracts in northern Saskatchewan with a Northern Resident clause. The average contract typically stipulated a minimum target of 50% northern employment and the target was achieved on 14 of the 17 contracts.

We will work with the department's regional offices and local levels of government to complete the planning studies in Saskatoon, Estevan, Rosetown and their surrounding areas. We will start a similar planning study in and around Lloydminster.

Planning studies, in partnership with the urban governments in Estevan, Saskatoon and Rosetown are well under way and anticipated to be completed by August 2000, November 2000 and February 2001, respectively. The Lloydminster study in partnership with Alberta Infrastructure, the city, and the local RMs and counties, was underway in the 1999/00 fiscal year and targeted for completion in April 2001.

We will complete the functional planning study and continue the geotechnical site investigation for the location of a new St. Louis bridge and its associated roadways.

The department's consultant completed the functional planning study and presented the study to local governments. A compilation of the site investigation is being prepared that will provide a recommended route for the proposed bridge and identify future design requirements. A geotechnical consultant will be commissioned to complete the detailed design of the bridge foundations as well as complete the environmental and heritage studies required for the project.

To enhance north south links between Saskatchewan and the United States we will surface 13 km of Highway No. 6 from north of Minton to south of Ceylon.

The department surfaced 13 km of Highway No. 6 between Minton and Ceylon.

To provide appropriate engineering standards and business practices and to improve efficiency and economy of pavement designs and preservation treatments, we will publish the updated surfacing manual.

The Surfacing Manual was completed and interim approval to use the manual was obtained. All current surfacing designs are being completed with the new manual which is on the department's Intranet.

We will introduce higher quality asphalt concrete specifications for projects tendered on the National Highway System.

The department has introduced higher quality specifications for asphalt concrete used on the National Highway System. These specifications are intended to minimize the effects of larger trucks and greater payloads presently found on these highways.

The department will start a process to amalgamate the new Geometric Road Design Guide introduced by the Transportation Association of Canada with the department's Design Manual, Part I. This will help staff keep abreast of new research and technology in road design, minimize department resources to update the road design standards and promote consistency in road design standards between provincial jurisdictions.

A two-phase internal project was started to determine the scope and process to amalgamate the two design guides. Phase 1 will compare the standards in the two manuals, determine the format of the eventual manual, and identify the need for further technical studies to derive amalgamated guidelines and standards suitable to Saskatchewan conditions.

To improve design procedures, the department will use new hydraulic design software to replace software not current with recent developments in hydraulic design.

A software program named 'Culvert Master' was introduced for the department's culvert design needs. A training session is planned for the winter of 2001.

As a business process improvement, the department will use Global Positioning System (GPS) survey techniques in gravel location to improve the efficiency of collecting and reporting gravel pit information.

The department is using GPS receivers to improve the efficiency of collecting and reporting gravel pit information.

To reduce environmental contaminants and improve worker safety, the department will eliminate highly toxic chemicals for determining asphalt content from our mobile testing labs by using asphalt content ignition ovens.

The department eliminated toxic chemicals for determining asphalt content and is now using asphalt content ignition ovens.

To establish innovative ways of reducing overall construction and property costs, the department will introduce a formal Value Engineering (VE) process at the preliminary design stages, while keeping all critical elements of highway design and safety. We will develop an explicit safety review process during the detailed geometric design to reduce the number of post construction safety improvements.

The existing internal design review process covers the safety and Value Engineering (VE) aspects of the designs. Work toward the introduction of the formal VE process was started. Work on the explicit safety review process has slowed pending release of national guidelines on Road Safety Audits (RSA) by the Transportation Association of Canada (TAC). Since there is a link between the explicit safety review and VE processes, we will continue toward use of both processes once national guidelines are released on Road Safety Audits.

We will improve project management on individual construction projects to achieve a 10% variance between prior award estimates and final actual costs. To improve estimating precision, the department will create an internal web site in which current bid price trends will be accessible.

Of a sample of 25 contracts finalized in 1999/2000, 12 were within the allowable 10% variance for prior and final cost comparisons. Using at award and final comparisons, the objective was met in 17 out of the 25 contracts. The web site for current bid price trends was implemented in 1999/2000.

To comply with changes in Occupational Health and Safety regulations, the department will develop a process to safety certify large contractors. A system will be developed to certify other contractors and consultants working for the department.

A process was established to safety-certify large contractors in 1999. As of January 2000, all surfacing and grading contracts with a value greater than $250,000 in the Southern Administration District required a contractor to have a Safety Certificate of Requirement or a Temporary Safety Certificate of Requirement in order to bid. The department will tighten these requirements in 2000/2001 and develop a system to safety-certify other contractors.

We will review the current tendering processes with the Saskatchewan Road Builders Association.

A committee composed of road builders, surety companies, Saskatchewan Department of Justice and the department developed a new draft tendering process policy. The process is expected to be implemented for the 2000/2001 fiscal year.

Resources

Financial

The department's revised capital budget for 1999/00 was $64,909,000 with actual expenditures of $64,860,000. The breakdown of the capital budget for construction of the transportation system is shown in Figure 25.

Figure 26 shows the historical trend in capital expenditures.

Capital expenditures, which include funding for new capital construction and major upgrading of highways, bridges and provincial airport infrastructure, represent approximately 28% of the total department budget, as shown in Figure 27.

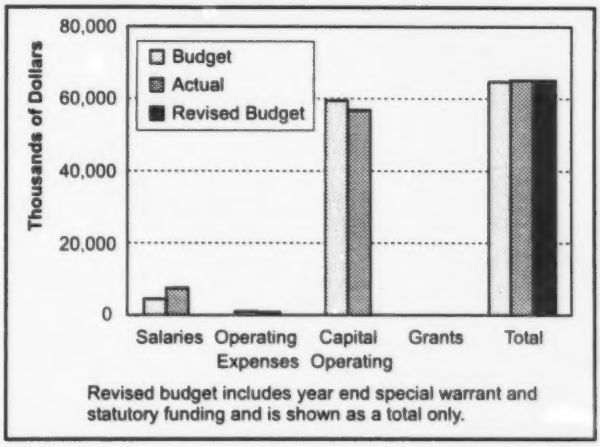


Figure 25. Actual 1999/00 expenditures - Construction of Transportation System.

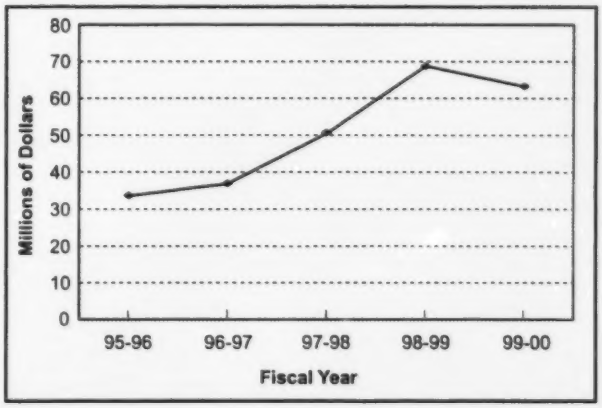


Figure 26. Historic capital expenditures - restated to exclude resurfacing.

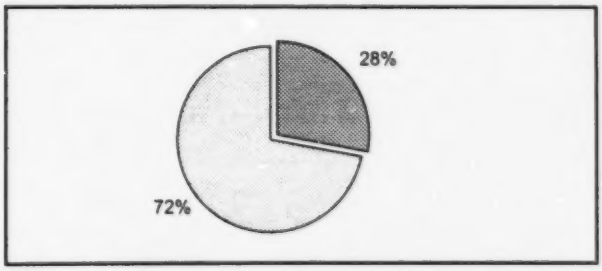


Figure 27. Actual 1999/00 capital expenditures as a per cent of total department expenditures.

People

The delivery of the department's construction work is primarily contracted to private road builders. The majority of the 247.7 FTEs related to the construction budget are involved in work related to contract supervision. These positions represent 18% of the total department's FTEs, as shown in Figure 28.

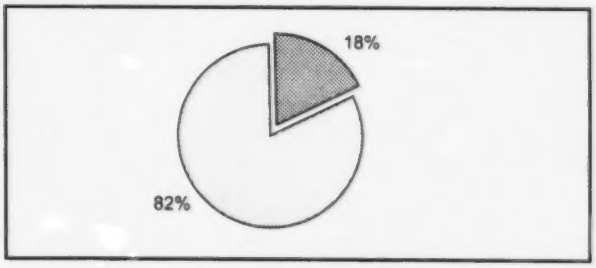


Figure 28. FTE's as a per cent of total department FTE's.

Assets

The main assets are computers, survey equipment, engineering software and laboratory and field testing equipment typical of an engineering office.

2000/01 Objectives

- Provide design engineering planning and project management to deliver capital improvements on rural highways impacted by increased agriculture and resource commodity haul.
- Improve traffic operations and safety on high traffic volume highways.
- Complete reconstruction of Highway No. 17 from the Meridian Bridge to Onion Lake to improve access to this community.
- Upgrade northern road links to support transportation efficiency in the forest industry and improve northern community access.
- Expand the department's Safety Certification program to include all contracts in the Southern Administration District with a value more than $100,000.
- Review department tender procedures/process to reduce administrative costs.
- Review minimum contract haul rate to ensure the availability of and fairness to private truckers.

- Review environmental procedures to streamline dealings with SERM on land sales.
- Complete a project to determine performance of gravel roads under concentrated truck loading in order to assess standards and policies.
- Start developing a knowledge-based Asphalt Mix Design System to improve pavement performance.
- Complete a study evaluating the effectiveness of various anti-stripping agents used in asphalt mix to improve pavement performance.
- Complete detailed geotechnical design and associated works for the St. Louis bridge project on Highway No. 2.
- Review current survey and design procedures placing an emphasis on new technology to reduce survey and design costs.
- Improve and standardize culvert design processes in Saskatchewan by continuing and starting a formal training course for department hydraulic designers and the consulting industry on the use of "Culvert Master" software.
- Review the current selection process for consultants commissioned by the department to improve consistency and streamline the process.
- Post the Department Standard Test Procedures Manual on the Internet so outside agencies will have access to the most up-to-date testing information. This will reduce costs associated with publishing and distributing amendments to the manual.
- Start safety audits to increase workplace safety awareness.
- Use new technology to locate new gravel sources and enhance application of existing gravel location testing devices.

Airports

Program Delivery

This program provides for upgrading, new construction, structural restoration and preventative maintenance of provincially owned and operated airports. It also provides financial assistance for the operation of small municipal airports.

1999/2000 Objectives

To preserve and operate 18 northern airports.

Provided surface maintenance, capital improvements, inspections, reporting and all other aspects of asset management at 18 northern airports.

Access ACAP funding to finance capital projects at northern airports with scheduled air services.

Accessed $3.4 million of the ACAP to complete:

- Stony Rapids apron flood lights and strobe beacon;
- PAPI lights at Fond-du Lac;
- Fond-du-Lac fencing (phase 1);
- Fond-du-Lac fencing ;
- Right sizing and surfacing at Uranium City; and
- Surfacing at Wollaston Lake (phase 1).

Provide maintenance assistance at designated community airports.

Provided financial assistance for the operation and maintenance of 40 community airports in southern Saskatchewan.

Resources

Financial

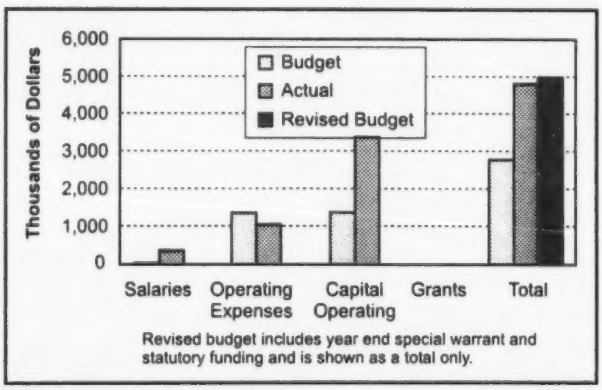


Figure 29. Actual 1999/00 expenditures - Airports.

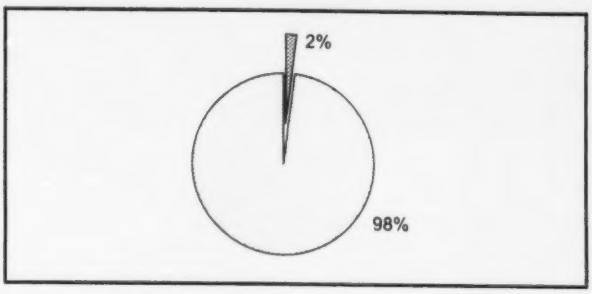


Figure 30. Actual 1999/00 capital expenditures as a per cent of total department expenditures.

People

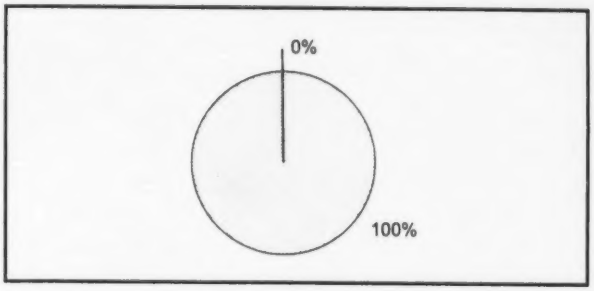


Figure 31. FTE's as a per cent of total department FTE's.

Assets

The primary assets of this program are 18 provincially owned and operated airports.

2000/01 Objectives

- To preserve and operate 18 northern airports.
- Access ACAP funding to finance capital and improvement projects at northern airports with scheduled air services.
- Provide financial assistance for the operation and maintenance of community based airports.

Key Interest Groups

The department supports the research findings of the Conference Board of Canada which recommends that public sector organizations distinguish between direct and indirect customers or external stakeholders.

Direct Customers are direct recipients of the service being delivered. For the department, these can be segmented as:

- general users
- major industry groups (including agriculture, forestry, mining, oil)
- transportation sector
- municipal governments

Indirect Customers have a stake in the products and services provided by public sector organizations although they are not direct recipients. Their needs are addressed by the mission or purpose of the public sector organization and for the department this group includes:

- citizens or taxpayers
- future beneficiaries
- interest groups
- internal customers
  - government leaders, Cabinet
  - other provincial government departments

Contact

For more financial information on Saskatchewan Highways and Transportation, please contact - Corporate Services (306) 787-4794, Regina, Saskatchewan.

Locations

Head Office - 1855 Victoria Ave., Regina

Engineering Services Division - 1630 Park St., Regina
- 350 3rd Ave. N., Saskatoon

Southern Region - 1855 Victoria Ave., Regina

Central Region - 2174 Airport Dr., Saskatoon

Northern Region - 1288 Central Ave., Prince Albert

Glossary

ACAP - Airport Capital Assistance Progam

ATPC - Area Transportation Planning Committee

CAIP - Canada Agri-Infrastructure Program

CICA - Canadian Institute of Chartered Accountants

CTI - Central Tire Inflation

CVSA - Canadian Vehicle Standards Association

ERD - Equipment Repair Depot

ESB - Equipment Storage Building

ESD - Engineering Services Division

FTEs - Full Time Equivalents

GIS - Geographic Information System

GPS - Global Positioning System

HIFI 2000 - Highways Oracle Financial System

IRD - International Road Dynamics

ITIL - Information Technology Infrastructure Library

LAN - Local Area Network

Logistics - the overall system of transportation and storage involved in business

MMS - Maintenance Management System

PSIS - Property Services Information System

RMSP - Rural Municipal Sharing Program

SARM - Saskatchewan Association of Rural Municipalities

SGEU - Saskatchewan Government Employees Union

SPMC - Saskatchewan Property Management Corporation

SUMA - Saskatchewan Urban Municipalities Association

TAC - Transportation Association of Canada

TLE - Treaty Land Entitlement

TMS - Thin membrane surface

WAN - Wide Area Networks